

## California's Child and Family Services Review System Improvement Plan

<b>County:</b>	Napa
<b>Responsible County Child Welfare Agency:</b>	Napa County Health and Human Services
<b>Period of Assessment:</b>	2/1/04-6/30/04
<b>Period of Outcomes Data:</b>	Quarterly Report ending June 30, 2003
<b>Date Submitted:</b>	9/30/04
<b>County Contact Person for County System Improvement Plan</b>	
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<b>Submitted by each agency for the children under its care</b>	
<b>Submitted by:</b>	<b>County Child Welfare Agency Director (Lead Agency)</b>
<b>Name:</b>	Nancy Schulz, M.S.W.
<b>Signature:</b>	
<b>Submitted by:</b>	
<b>Submitted by:</b>	<b>County Chief Probation Officer</b>
<b>Name:</b>	Mary Butler, M.F.T.
<b>Signature:</b>	

## I. SIP Narrative

### 1. Local Planning Bodies

#### Individuals Involved in the Self-Assessment Planning Process

The following individuals were: (1) included in all mailings regarding group discussions, minutes of meeting, feedback on the draft report; and/or (2) attended local stakeholder group meetings regarding redesign; and/or (3) were individually interviewed regarding some aspect of the child welfare system in Napa County.

Name	Position/Affiliation
Alicia Borego	Attorney, Parent Representation
Allen Ewig	Director, Aldea Children and Family Services, Inc.
Carrie Gallagher	Attorney, Napa County Counsel
Chris Loizeaux	Attorney, Parent Representation
Christina Grattan	Mental Health Worker, Napa County Childrens Services
Colleen Stoner	Independent Living Program for Foster Youth in Transition
Cyndia Cole	Trainer, Bay Area Academy
Dan Kniefel	Supervisor, Napa County Probation
Debra Price	Public Health Nurse, Napa County Public Health Department
Denise Traina	Supervisor, Napa County Childrens Services
Diana Davis-Lopez	Mental Health Counselor, Napa County Mental Health Services
Diana Loretz	Manager, State Adoptions Unit
Doris Gentry	Foster Parent, Foster Parent Association
Doug Calkin	Staff Services Analyst, Napa County Childrens Services
Jennifer Andrews	Supervisor, Napa County Childrens Services
Joan Lockhart	Director, Matrix Family Resource Center
Joelle Gallagher	Director, COPE Family Resource Center
Karl Porter	Staff Services Manager, Napa County Probation
Kay Doughty	Director, Court Appointed Special Advocates
Kristin Kissell	Legal Clerk Supervisor, Napa County Childrens Services
Kristy Reynoso	Social Worker, Napa County Childrens Services
Laura Miller	Director, Napa Valley Unified School District Special Education
Lola Strathdee	Training Supervisor, Court Appointed Special Advocates
Marjorie Lewis	Supervisor, Napa County Childrens Services
Mary Butler	Chief Probation Officer, Napa County Probation
Michael Frey	Detective, Napa County Sheriff's Department
Michael S. Williams	Commissioner, Napa County Courts
Nancy Schulz	Behavioral Health Manager, Napa County Childrens Services
Pat Lytle	Mental Health Counselor, Napa County Mental Health Services
Patricia Tyler	Mental Health Director, Napa County Mental Health Services
Rebecca Feiner	Supervisor, Napa County Childrens Services
Ronit Rubino	Attorney, Napa Superior Court Child Advocacy Project
Sam Joens	Attorney, Parent Representation
Sarah Pritchard	Director, Child Abuse Prevention Council of Napa County

## Napa County System Improvement Plan

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Name	Position/Affiliation
Shaunna Murtha	Social Worker, Napa County Childrens Services
Stephanie Brennan	Social Worker, Napa County Childrens Services
Stephen G. Stanton	Attorney, Napa County Counsel
Terry Beck	Mental Health Counselor, Napa County Alcohol and Drug Services
Todd Schulman	Detective, Napa City Police Department
Tom Barbane	Social Worker, Napa County Childrens Services
Trish Howell	SELPA Director, Napa County Office of Education

### Local Planning Body Representatives Involved with the Self-Assessment or Systems Improvement Plan (SIP)

#### *Child Abuse Prevention Council (CAPC) of Napa County*

Responsibility and authority for coordination of agencies, public awareness, training, recommendation for improvements and facilitation of community support regarding child abuse prevention. Steering Committee members represent Napa County Courts, District Attorney, Probation, Child Welfare Services, Napa County Sheriffs, City of Napa Police Department, Napa Valley Unified School District, and Community Based Organizations.

#### *Multi-Agency Assessment, Referral and Placement Team (MARF)*

This team meets every two weeks to review children who are 'at risk' of needing services and supports, currently in foster care, on probation, or new to the district and who are challenging to support. Member agencies include Juvenile Probation, Mental Health, Child Protective Services, Office of Education, and Napa Valley Unified School District, Aldea and Matrix Family Resource Center.

#### *Policy Committee*

This is an interagency body of policy-makers representing Child Welfare Services, Mental Health, Probation, Napa Valley Unified School District, and the Special Education Local Planning Area. This group meets monthly in order to resolve common issues through communication and training.

### *Wraparound/SB 163*

A collaborative, interagency effort composed of staff from Child and Family Behavioral Health, Child Protective Services, Juvenile Probation, and MATRIX Family Resource Center. The team focuses on ways to help children avoid out-of-home placement or be reintegrated into their home community as soon as possible after placement.

### **Members of the SIP Development Team**

<b>Name</b>	<b>Position/Affiliation</b>
Carla Dal Porto	Foster Parent and Therapeutic Child Care Center
Dan Kniefel	Supervisor, Napa County Probation
Denise Traina	Supervisor, Napa County Childrens Services, Ongoing Services Unit
Diana Loretz	Manager, State Adoptions Unit
Doug Calkin	Staff Services Analyst, Napa County Childrens Services
Karl Porter	Staff Services Manager, Napa County Probation
Kristy Reynoso	Social Worker, Napa County Childrens Services, Family Group Conferencing
Marjorie Lewis	Supervisor, Napa County Childrens Services, Ongoing Services Unit
Mary Butler	Chief Probation Officer, Napa County Probation
Nancy Schulz	Behavioral Health Manager, Napa County Childrens Services
Rebecca Feiner	Supervisor, Napa County Childrens Services, Emergency Response Unit
Shaunna Murtha	Social Worker, Napa County Childrens Services Coordinator, Independent Living Program
Tom Barbane	Social Worker, Napa County Childrens Services, Licensing

In addition, the following groups, organizations or individuals were asked to provide feedback to the SIP:

- *Policy Group*
- *Steering Committee, Child Abuse Prevention Council*
- *Regional Training Academy*
- *Pat Tyler, Napa County Mental Health Director*
- *Dr. Kristie Brandt, Napa County Health Department*
- *Dave Abramson, Napa County Alcohol and Drug Services*
- *Citizens Review Panel*

## 2. Findings that Support Qualitative Change

### **General Methodology for Gathering, Presenting and Analyzing Data in the Self-Assessment**

In order to provide a 'context' for looking at baseline data, longitudinal data from the U.C. Berkeley Child Welfare Services (CWS/CMS) Reports database were downloaded and graphed (located in the Appendix of the Self-Assessment). The initial interpretations of trends were substantiated by a series of interviews with individuals representing a variety of perspectives (e.g., advocates, direct service professionals, attorneys) on the Child Welfare System in Napa County. In addition, group meetings of the County system representatives (see Section 1 of this report) were used to gather information on systemic factors. Finally, focus groups of families involved in the system were used to further 'inform' the assessment of system strengths and needs.

The Department of Social Services (DSS) provided the January, 2004 report to all counties as the baseline for tracking key outcome indicators by the CWS/CMS data system. The Self-Assessment included comparisons between the baseline and second quarterly (April, 2004) reports for Napa County by outcomes. A more recent report comparing the first two data points with the third (July, 2004) was also provided to the planning team.

In terms of the data reported in the Self-Assessment, readers were made aware that the total number of children in Napa County's Child Welfare System is relatively small. Therefore, several occurrences in a given indicator can affect what appears to be a significant change in a reported percentage. In addition, California child welfare professionals have noted by that: (1) analysis of gender data has not been particularly productive; and, (2) in counties with small  $n$  totals (such as Napa County), it is even less useful. So, analysis of outcomes for Napa County have been limited to age and, when appropriate, ethnicity. Team members also asked that, whenever possible: (1) underlying numbers regarding reported and total  $n$  be provided; and (2) use an easy method for identifying differences from one to the next quarterly report (see Sample on the following page).

**Table 2**  
**Recurrence of Substantiated Maltreatment**  
**Within 6 Months of Substantiated Report**

	Napa County			Change from Data Point 2 to Data Point 3	What Change Do We Want to See?	What is the Statewide Average? <sup>i</sup>
	Data Point <sup>ii</sup> 1	Data Point 2	Data Point 3			
	7/1/02 <sup>iii</sup> -12/31/02	10/1/02-3/30/03	01/01/03-12/31/03			01/01/03-12/31/03
1A. Recurrence of maltreatment (Fed) in the first six months of the study year	5.6% (4/72) <sup>iv</sup>	1.8% (1/56)	3.9% (2/51)	↑	↓	11.1 %
	7/1/01-6/30/02	10/1/01-9/30/02	01/01/02-12/31/02			01/01/02-12/31/02
1B. Recurrence of maltreatment within 12 months <sup>v</sup>	4.1% (7/172)	4.6% (8/174) <sup>vi</sup>	4.3% (7/161) <sup>vii</sup>	↓	↓	14.9 %
	7/1/01-6/30/02	10/1/01-9/30/02	01/01/02-12/31/02			01/01/02-12/31/02
1B. Recurrence of maltreatment within 12 months after first substantiated allegation	2.6% (4/154)	3.9% (6/155)	4.1% (6/146)	↑	↓	13.1%
	7/1/01-6/30/02	1/1/03-9/30/03	4/1/03-12/31/03			4/1/03-12/31/03
1C. Rate of Child Abuse and/or neglect in Foster Care <sup>viii</sup>	0.87% (3/345)	0.00% (0/324)	0.00% (0/324)	↓	↓	0.9 %

### **Review of Other Relevant Napa County Planning Documents**

In the course of developing the Self-Assessment, the following documents were reviewed:

- First Five of Napa County Community Plan
- Napa County Citizens Review Panel Report
- Summary of System Redesign Summit
- Napa County Strategic Plan for Substance Abuse Prevention

### **Activities Subsequent to Self-Assessment**

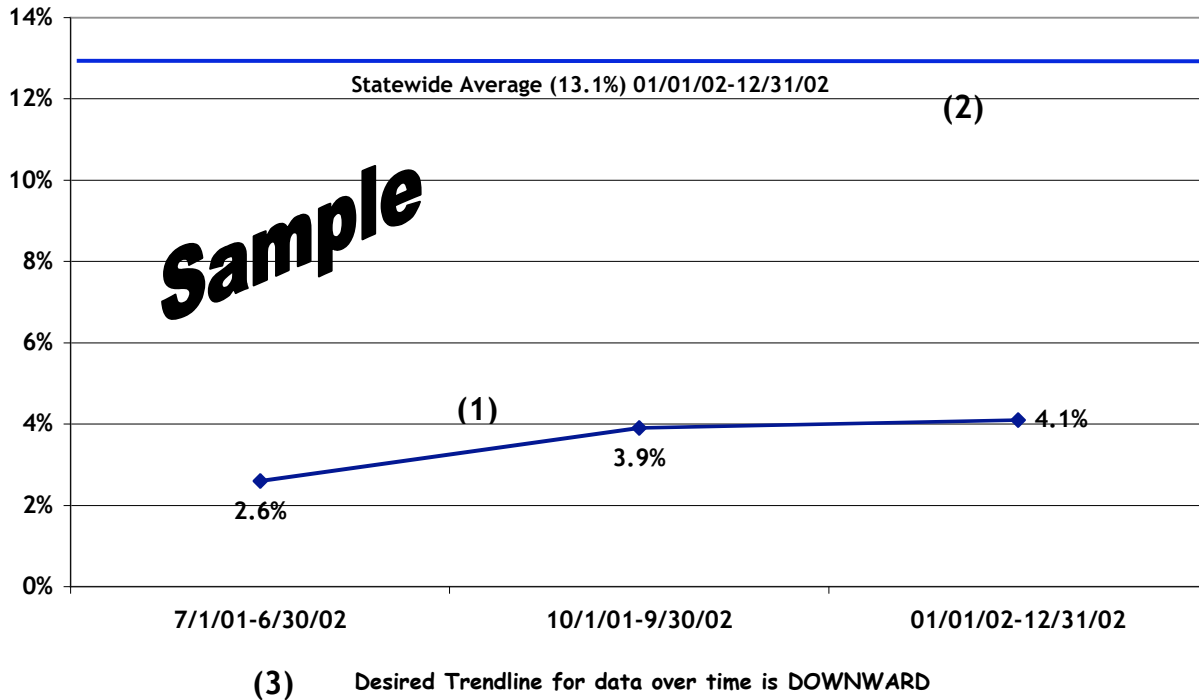
In addition to development of the SIP, representatives from Napa County Children's Services have had preliminary discussions with:

- *California State Department of Rehabilitation*  
The Department is interested in working with several counties to pilot efforts to affect improved outcomes for foster youth in transition. If awarded to the State, the Social Security Administration will fund these demonstration projects.
- *Napa County Indicators Project*  
The County is currently developing a multi-agency, countywide indicators 'report card.' This report will be used to influence policy and funding in a variety of areas, including prevention services.

### **Graphs of Quarterly Reports**

In order to provide a visual display of quarterly reports over time, graphs (see Sample on the following page) were developed across all indicators. Graphs include: (1) each quarterly data point; (2) the most recent statewide average; and (3) the desired trend for the data over time.

**1B. Recurrence of maltreatment within 12 months after first substantiated allegation (Napa County)**



**Integrating the Self-Assessment with the SIP**

The SIP Planning Team developed the matrix on the following page (adapted from Sonoma County) to map how information collected and analyzed in the Self-Assessment would be integrated into the Systems Improvement Plan. This map provides a guide to initial SIP components (*Year One SIP*) and priority areas (*Focus*) for discussion, monitoring and possible inclusion in subsequent SIPs.



**Planning Matrix<sup>1</sup> for Napa County Self-Improvement Plan (SIP)  
By Outcome Measures and Systemic Factors**

Outcome Measure	Planning Status			
	Year One SIP	Focus	Identify	Strength
1A,B - Recurrence of Maltreatment	X			X
1C - [Absence of] Abuse in Foster Care				X
2A - Recurrence of abuse when children remain at home			X	X
2B - Timely Response			X	
2C - Timely Monthly Visits			X	
3A/3E - Timely Reunification		X		X
3A/3D - Timely Adoption		X		
3C/3B - Percentage of Multiple Placements		X		X
3F/3G - Foster Care Re-entry after Reunification		X		
4A - Placement with Siblings			X	X
4B - Least Restrictive Placement			X	X
4E - ICWA Placement Preferences			X	X
8A - Outcomes for Emancipating Youth	X			

<sup>1</sup> Adapted from Sonoma County Redesign Self-Assessment.

**Planning Status Key:**

- (1) **Year One SIP:** Included in the Self-Improvement Plan.
- (2) **Focus:** While not included in the current SIP, it is a priority area for continued monitoring to determine effects of current SIP actions and need for inclusion in a subsequent SIP.
- (3) **Identify:** Indicators where underperformance may be a function of data management or integrity. While not included in the current SIP, it is a priority area for continued monitoring to determine effects of current SIP actions and need for inclusion in a subsequent SIP.
- (4) **Strength:** Areas where County policy/practice works well or where performance exceeds statewide averages, and are not included in the SIP.

Systemic Factor	Planning Status			
	Year One SIP	Focus	Identify	Strength
Information Systems			X	
Case Review		X		
Parent/Child Involvement in Case Planning		X		
Foster Parent Recruitment, Retention, and Training	X			
Quality Assurance		X		X
Service Array		X		X
Training		X		
Training: CWS/CMS		X		
Agency Collaboration		X		X

**Planning Status Key:**

- (1) **Year One SIP:** Included in the Self-Improvement Plan.
- (2) **Focus:** While not included in the current SIP, it is a priority area for continued monitoring to determine effects of current SIP actions and need for inclusion in a subsequent SIP.
- (3) **Identify:** Indicators where underperformance may be a function of data management or integrity. While not included in the current SIP, it is a priority area for continued monitoring to determine effects of current SIP actions and need for inclusion in a subsequent SIP.
- (4) **Strength:** Areas where County policy/practice works well or where performance exceeds statewide averages, and are not included in the SIP.

### 3. Summary of Self-Assessment<sup>2</sup>

#### A. Discussion of System Strengths and Areas Needing Improvements

##### Summary of Outcomes

**Outcome 1:** *Children are, first and foremost, protected from abuse and neglect.*

##### *System Improvement Plan*

This outcome will be included in System Improvement Plan, as it will facilitate the development of strategies to expand prevention and family support services both within the Health and Human Services Agency and the community.

##### *Strengths*

In this outcome area, strengths include: (1) case management standards that surpass State standards; (2) a reliable pool of foster care placement options; (3) timely visits and monitoring by County licensing staff; (4) family prevention education and support services provided by community-based agencies and organizations; (5) family conference planning; and (6) supervised visiting and monitoring services by the child welfare agency, community and volunteer agencies.

##### *Needs*

In this outcome area, needs include: (1) recruitment and retention of additional foster care placement options as 'active' foster care families have significantly decreased over the past five years; (2) expansion of family education and support so that services may be offered earlier in a family crisis and continue as long as they are needed; (3) increased use of family conference planning; and, (4) develop additional resources for infant, child and family mental health services.

**Outcome 2:** *Children are safely maintained in their homes whenever possible and appropriate.*

##### *System Improvement Plan*

This outcome will not be included in System Improvement Plan. However, an action plan will be developed to increase efficient and effective data entry for social worker visits.

##### *Strengths*

In this outcome area, strengths include: (1) case management standards that surpass

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<sup>2</sup> Since the development of the *Self-Assessment*, a decision was made to include Systemic Issue C: Foster/Adoptive Parent Licensing, Recruitment and Retention in the *Systems Improvement Plan*. This has become a critical factor in a number of other indicators (e.g., out-of-county and multiple placements).

State standards and maintain adequate levels of monitoring; (2) family prevention education and support services provided by community-based agencies; (3) family conference planning; and (4) supervised visiting and monitoring services provided by the child welfare agency, community and volunteer agencies.

### *Needs*

In addition to expanding the above services (outlined in more detail in the previous outcome), there is a need for a 'dedicated,' on-site staff to provide training and support in using the CWS/CMS database.

**Outcome 3:** *Children have permanency and stability in their living situations.*

### *System Improvement Plan*

This outcome will not be included in System Improvement Plan. In terms of priorities, this outcome will be identified once action plans for outcomes 1 and 8 have been implemented. We plan to develop a work plan of strategies focused on enhancing recruitment, training, support and retention of foster family placement options.

### *Strengths*

In this outcome area, strengths include: (1) collaborative and family conference approach to case planning; (3) available community resources for parent education, training, and follow-up services; and, (4) available substance abuse treatment services.

### *Needs*

As previously indicated, there is a need to expand: (1) the availability of family conference planning; (2) community resources for parent education, training, and long-term follow-up. There is also a significant need to expand available substance abuse treatment services and to develop a residential treatment service for mothers and their children. Regarding multiple and out-of-county placements, Napa County continues to struggle with the availability of an adequate number of foster home placements in which children can be placed. The number of licensed homes continues to decrease. The lack of appropriate, local foster homes results in children being placed outside of the County or in homes that are a less than ideal match.

**Outcome 4:** *The family relationships and connections of children served by the CWS will be preserved, as appropriate.*

### *System Improvement Plan*

This outcome will not be included in System Improvement Plan. However, the future improvement plans for recruitment, training and retention used in Outcome 3 should positively affect this outcome as well.

### *Strengths*

Available foster placement options, while few in number, have positively affected

placement of all or some siblings in Napa County, regardless of ethnicity.

### *Needs*

As previously reported, there is an ongoing need for additional foster placement options, especially relatives. There is a statewide need to streamline the relative care approval process, making the paperwork more 'user friendly,' and removing disincentives for care giving. Additional foster family agency placement options would positively affect data regarding placement in the least restrictive environment.

**Outcome 8:** *Youth emancipating from foster care are prepared to transition to adulthood.*

### *System Improvement Plan*

This outcome will be included in System Improvement Plan. This is a high priority for our community at this time. A planning grant has been awarded from private funding to develop strategies for better serving youth who age out of the foster care system. In addition, a plan for more effectively tracking outcomes for Napa County foster youth in transition will be considered.

### *Strengths*

Information from interviews and written input indicate that the Independent Living Program and the ILP Coordinator are well regarded throughout the community. The service offers Child Protective Services an opportunity to support community-based, prevention services for youth already vulnerable to homelessness and/or unemployment when leaving the foster care system. The program blends the funding from two State sources to provide one, unified program for both Napa County foster youth as well as youth placed from other counties. The program is staffed with individuals who are well aware of community resources and have made important linkages with community housing and employment services.

### *Needs*

There is a definite need to encourage (e.g., incentives) foster parents to provide independent living skill training within the natural environment of the home. In addition, while available housing and employment supports are good ones, there is an ongoing need for expanded service options.

## Summary of Systemic Factors - Potential Strategies for Change

### Systemic Issue A: Relevant Management Information System

- Develop additional training opportunities as well as easy-to-understand written procedures on how to navigate the database.
- Advocate for expanding the database to include input fields and full access for Probation and Independent Living Foster Care Programs.
- Full implementation of Safe Measures software to increase CWS/CMS reporting capabilities as well as effective quality assurance.
- Develop alternate access to the database as well as data entry for greater efficiency, accuracy and prevention of repetitive movement injuries.
- Develop a capacity for ongoing, onsite training and support for using the CWS/CMS database as well as practicum training.
- Consider elimination of all or most 'paper' forms in order to encourage greater use of the CMS/CWS database by social workers.
- Development of policies and procedures regarding data entry and use of the CWS/CMS database.
- On a statewide basis: redesign the ILP data system; access to the database for County Probation Departments; State development of an easy-to-use analysis tool like SafeMeasures; access to appropriate areas of the database by County Mental Health Departments; changes in the database to reflect changes in the law in a more timely way; an easy-to-use notation system for every field in the database; and develop easier procedures to encourage individualized case plans.

### Systemic Issue B: Case Review System

- Research and consider other models of court and family communications.
- Analyze caseload size for public defenders and county counsel and consider developing guidelines that 'weight' caseloads.
- Develop greater access to court for families (e.g. additional attorneys, advocates).
- There is considerable support for an improved and more secure (e.g., metal detector) juvenile court facility.
- In addition to the court facility, there is support for reorganizing the CPS offices to afford greater safety and private family meeting areas.
- Additional resources for expanding and building capacity of family group planning conferences.
- Development of easy-to-understand materials for parents and children regarding the legal process related to child welfare services.
- Development of a resource guide for social workers that contains all of the relevant legal timelines and expectations for Court proceedings.
- Consider reorganizing job responsibilities so that social workers who initiate the development of the Court report are responsible for completing it.
- Consider flexibility in scheduling case planning (e.g., evenings and weekends) that will accommodate families and increase participation.

- Develop processes for developing case plans for children with special needs that include the appropriate local education agency and family resource centers.
- Support for greater involvement of youth in planning for transition and emancipation.
- Greater community outreach, marketing, and training for Family Group Conferencing.
- Additional outreach and support (e.g. respite, child care) for relatives to be involved in Family Group Conferencing and case planning.
- Expand (e.g., allocate or reallocate resources, fundraising) parent-child access to case planning through community agencies and organizations (e.g., CASA, family resource centers).
- Use of the *Multi-Agency Assessment, Referral and Placement Team* (MARP) as a forum for the timely notification of children from out-of-county who are in need of special education services.

### **Systemic Issue C: Foster/Adoptive Parent Licensing, Recruitment and Retention**

- Enlist the assistance of community agencies and organizations and local business representatives (e.g., Chamber of Commerce) to develop a strategic marketing plan for recruitment and retention of foster families.
- Develop a philanthropic entity to fundraise additional resources for recruitment and incentives for retention. These funds should also be used to fund: bilingual staff dedicated to foster family recruitment; specialized recruitment; available childcare while attending training; and, foster parent mentors.
- At a statewide level: development of a geographic differential for determining foster family payment rates; increase in foster care rates that includes an annual cost-of-living adjustment; legislation that provides advance notification of out-of-county placement as well as an approval process that allows the 'receiving' County to determine the availability of appropriate placements and community resources and a process to review 'emergency' placements in a timely manner.

### **Systemic Issue D: Quality Assurance System**

- The formation of a countywide committee to design a locally referenced, quality assurance system for child welfare services. The committee would include all system 'shareholders' (e.g., direct support professionals, families, and advocates) and its purpose would be to identify the important quantitative (e.g., indicators from the CWS/CMS database, outcomes for children in foster care) and qualitative elements (e.g., 'regular' lives for children in foster care) of quality child welfare services for Napa County.

### **Systemic Issue E: Service Array**

- In the next six months to a year, Napa County will be developing a strategic alliance of local schools, early care and education professionals, hospitals and health care professionals, the court system, public and private mental health services, law enforcement, prevention services, community-based

organizations, foundations, First Five, other community stakeholders. This alliance will design, implement, fund and sustain a Napa County Children's Health Initiative. The goal of the Napa County Children's Health Initiative will be to create a healthy community for all Napa County children. It will balance efforts to increase both prevention and services for children and families. The Initiative will be focused on all aspects of children's health including: access to health, dental, and mental health services; universal home visiting; early intervention and prevention services; advocacy services; child abuse prevention; substance abuse prevention; and, family support services.

### **Systemic Issue F: Staff/Provider Training**

- As a component of the quality assurance system (see Systemic Issue D), the countywide committee will develop a comprehensive training plan for all shareholders in Napa County's child welfare service system.

### **Systemic Issue G: Agency Collaborations**

- Shareholders in Napa County's child welfare service system are known to be exceptional 'team' players. A recent 'summit' on redesign provided some potential strategies for increasing communication and interagency coordination across all agencies involved in providing services and supports to children and their families: develop an optimal awareness (e.g., web-based) of community resources and training opportunities through a central directory; develop interagency, information sharing policies and MOUs that take into account confidentiality laws and codes of ethics while enhancing service delivery to children and families; development of an interagency, comprehensive risk assessment tool to identify the safety needs of 'at risk' children; and, quarterly, intra-agency meetings within the Health and Human Services Agency to discuss strengths and barriers to providing child welfare services.

## **B. Areas for further exploration through the PQCR**

Areas of exploration for the PQCR case review process should include gathering information to answer the following questions:

1. What is the 'ideal' time to initiate concurrent planning with the State Adoptions Unit? How can that timeline be expedited?
2. How can we better gather information (e.g., outcomes) regarding children in the Independent Living Foster Care Program?
3. Are there systemic issues we can resolve without additional resources?



## II. SIP Plan Components<sup>3</sup>

**Outcome/Systemic Factor:** *Children are, first and foremost, protected from abuse and neglect.*<sup>4</sup>

**County's Current Performance:** While recurrence of maltreatment rates for Napa County (see Table 1 below) are well below the current statewide average, we want to continue to keep those rates below 5%.

Table 1

	Napa County			Statewide Average
	7/1/02-12/31/02	10/1/02-3/30/03	01/01/03-12/31/03	01/01/03-12/31/03
1A. Recurrence of maltreatment (Fed) in the first six months of the study year	5.6% (4/72)	1.8% (1/56)	3.9% (2/51)	11.1 %
	7/1/01-6/30/02	10/1/01-9/30/02	01/01/02-12/31/02	01/01/02-12/31/02
1B. Recurrence of maltreatment within 12 months	4.1% (7/172)	4.6% (8/174)	4.3% (7/161)	14.9 %
	7/1/01-6/30/02	10/1/01-9/30/02	01/01/02-12/31/02	01/01/02-12/31/02
1B. Recurrence of maltreatment within 12 months after first substantiated allegation	2.6% (4/154)	3.9% (6/155)	4.1% (6/146)	13.1%

<sup>3</sup> As previously indicated, while not included in the Self Assessment, a decision was made to include Systemic Issue C: Foster/Adoptive Parent Licensing, Recruitment and Retention in the *Systems Improvement Plan*. This has become a critical factor in a number of other indicators (e.g., out-of-county and multiple placements).

<sup>4</sup> Outcome/Systemic Factors are shaded in black.

<b>Improvement Goal 1.0</b> Maintain average percent of recurrence on indicators 1A and 1B under 5% through 9/30/05. <sup>5</sup>					
<b>Strategy 1. 1</b> Increase opportunities to provide prevention services to families.			<b>Strategy Rationale</b> <sup>6</sup> We need to communicate the movement of child welfare services towards prevention services to our current and prospective community partners.		
Milestone	1.1.1 Meet with current, community prevention partners to discuss ways to improve and expand collaborative efforts in prevention.	Timeframe	December 31, 2004	Assigned to	Behavioral Health Care Manager in collaboration with COPE, MATRIX, and NEWS
	1.1.2 Identify additional community partners with whom to collaborate in prevention services.		March 31, 2005		Behavioral Health Care Manager in collaboration with Calistoga Family Resource Center and Napa County Department of Corrections
	1.1.3 Meet with additional community partners to discuss ways to develop new collaborative efforts in prevention.		September 30, 2005		Behavioral Health Care Manager in collaboration with Calistoga Family Resource Center and Napa County Department of Corrections
<b>Strategy 1.2</b> Enhance assessment and screening skills of CPS staff who take referrals to identify families who could benefit from prevention services.			<b>Strategy Rationale:</b> We need to support staff to expand their job focus to include prevention as well as intervention services.		
Milestone	1.2.1 Develop a prevention services training outline that includes: the role of prevention in child welfare services redesign; local community prevention resources; and, methods of identification and referral of families who could benefit from prevention services.	Timeframe	March 31, 2005	Assigned to	Emergency Response Unit Supervisor
	1.2.2 Determine training responsibilities and establish training dates.		June 30, 2005		Emergency Response Unit and Staff Development Supervisors
	1.2.3 All social work staff complete prevention services training.		September 30, 2005		Emergency Response Unit and Staff Development Supervisors

<sup>5</sup> Improvement goals are double-lined and shaded.

<sup>6</sup> Describe how the strategies will build on progress and improve this outcome or systemic factor.

## Napa County System Improvement Plan

<b>Strategy 1.3</b> Develop a community campaign that promotes child abuse prevention as a community responsibility.			<b>Strategy Rationale:</b> We need to begin to develop efforts to move toward prevention services by educating the community and families we serve that prevention is as important as intervention.		
Milestone	1.3.1 Work with the Child Abuse Prevention Council (CAPC) to develop a countywide prevention message and a plan for dissemination.	Timeframe	November 30, 2004	Assigned to	Behavioral Health Care Manager in collaboration with Chief Probation Officer and Child Abuse Prevention Council (CAPC) Director
	1.3.2 In collaboration with CAPC, develop a clear message with talking points that describe how child abuse is a community responsibility as well as the importance and how to's of prevention.		January 31, 2005		CAPC Director CAPC Steering Committee
	1.3.3 In collaboration with CAPC, identify and meet with traditional (e.g., Family Resource Centers) and nontraditional (e.g., Girls Scouts, Boys and Girls Club, Planned Parenthood) community partners to carry the message regarding child abuse prevention in traditional (e.g., newspaper) and nontraditional (e.g., Starbucks, grocery stores) ways.		Ongoing from April 1, 2005 through September 30, 2005		CAPC Director
	1.3.4 Identify and train a cadre of volunteers to carry the message to the community.		September 30, 2005		CAPC Director

<b>Strategy 1.4</b> Increase family participation in safety planning.			<b>Strategy Rationale:</b> We would like to focus our families and staff on the importance of safety planning for children through Family Group Conferencing.		
<b>Milestone</b>	<b>1.4.1</b> Explore expansion of Family Group Conferencing with Child Protective Services as well as Probation and Mental Health.	<b>Timeframe</b>	March 31, 2005	<b>Assigned to</b>	Family Group Conference Social Worker in collaboration with Probation Management Analyst
	<b>1.4.2</b> Communicate shift towards greater family participation to staff of Child Protective Services, Probation and Mental Health through training from the Breakthrough Series Collaborative.		June 30, 2005		Family Group Conference Social Worker in collaboration with MSW Intern and Breakthrough Series Collaborative staff

<p><b>Discuss changes in identified systemic factors needed to further support the improvement goals.</b> Review social worker and related job descriptions to ensure that prevention services are identified.</p>
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Ongoing education and training for:</p> <ul style="list-style-type: none"> <li>• Community regarding Child Protective Services and its expanded prevention responsibilities as well as what prevention can mean for neighbors and friends (e.g., ways that individuals can help families in stress);</li> <li>• Staff regarding the prevention aspect of redesign, community prevention resources, and methods of identification and referral of families that may benefit from prevention services.</li> <li>• Families who use child welfare services and staff regarding the use of Family Group Conferencing and safety planning.</li> </ul>
<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p> <ul style="list-style-type: none"> <li>• Collaborative efforts to develop and disseminate public information regarding prevention with the Child Abuse Prevention Council.</li> <li>• Development of a prevention collaborative with NEWS, Queen of the Valley, Public Health, Family Resource Centers, District Attorney, Probation, Law Enforcement, First 5 Commission, COPE, and Aldea.</li> <li>• Collaborative efforts with Probation to expand the use of Family Group Conferencing.</li> <li>• Local community organizations that might fund community prevention services and/or public information campaigns.</li> <li>• Breakthrough Services Collaborative to provide training on 'best practices' regarding family participation.</li> </ul>
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> Increase state funding for prevention in child welfare services. State development of regulatory guidelines that outline confidentiality responsibilities in 'partnering' with community-based organizations for prevention services.</p>

**Outcome/Systemic Factor:** *Youth emancipating from foster care are prepared to transition to adulthood.*

**County's Current Performance:** This is a high priority for our community at this time. A planning grant has been awarded from a private foundation to develop strategies for better serving youth who are age out the foster care system. In addition, a large implementation grant for establishing a more effective way to track outcomes for Napa County foster youth in transition is being developed for consideration by a private foundation this Fall. Also, there is a definite need to encourage (e.g., incentives) foster parents to provide independent living skill training within the natural environment of home. Finally, while available housing and employment supports are good ones, there is ongoing need for expanded service options.

**Improvement Goal 1.0** Ninety percent of all youth eligible for ILP will have a **timely** (completed and signed within 45 days of sixteenth birthday) **Transition to Independent Living Plan (TILP) by their sixteenth birthday by 9/30/05.**

**Strategy 1. 1** Conjointly, Child Protective Services and Probation will develop a method to query their respective databases for youth who are fifteen and a half and eligible for ILP services.

**Strategy Rationale<sup>7</sup>** We need to establish the importance of timely transition planning and referral to the ILP program with social workers and Probation Officers.

Milestone	1.1.1 Verify that the respective databases have the required data.	Timeframe	November 30, 2004	Assigned to	ILP Supervisor in collaboration with Probation Management Analyst
	1.1.2 Determine report format and frequency.		January 31, 2005		ILP Supervisor in collaboration with Probation Management Analyst
	1.1.3 Identify an individual in one or both agencies to coordinate an ongoing query and report development.		January 31, 2005		ILP Supervisor in collaboration with Probation Management Analyst
	1.1.4 Distribute query reports to CPS and Probation staff as well as the ILP Coordinator.		March 31, 2005		ILP Supervisor in collaboration with Probation Management Analyst

<sup>7</sup> Describe how the strategies will build on progress and improve this outcome or systemic factor.

## Napa County System Improvement Plan

<b>Strategy 1.2</b> Child Protective Services and Probation staff will distribute TILP to youth, family, case file and ILP Coordinator in a timely way (within 45 days of sixteenth birthday).			<b>Strategy Rationale:</b> We need to establish the importance of timely transition planning and referral to the ILP program with social workers and Probation Officers.		
Milestone	1.2.1 Supervisors in both agencies are notified that they can sign off on case plans only if accompanied by a TILP for youth eligible for ILP services.	Timeframe	November 30, 2004	Assigned to	Chief Probation Officer in collaboration with Behavioral Health Care Manager
	1.2.2 CPS and Probation Staff are notified once TILPs are signed, they must be distributed to youth, families, case files and the ILP Coordinator.		November 30, 2004		Chief Probation Officer in collaboration with Behavioral Health Care Manager

<b>Strategy 1.3</b> Child Protective Services and Probation staff will use a checklist to monitor progress on TILP goals with all ILP eligible youth and families.			<b>Strategy Rationale:</b> We need to establish the importance of timely transition planning, and referral to the ILP program with social workers and Probation Officers.		
Milestone	1.3.1 Conjointly, CPS and Probation staff and representatives from foster families will develop a checklist for use in monitoring progress on the TILP.	Timeframe	March 31, 2005	Assigned to	ILP Coordinator in collaboration with Foster Parent and Probation Officer
	1.3.2 Include on checklist completion of ILP training modules that include the outcome areas tracked by the CWS/CMS database (completion of high school, vocational training, employment, and postsecondary education).		June 30, 2005		ILP Coordinator in collaboration with Foster Parent and Probation Officer
	1.3.3 Distribute checklist to all CPS and Probation staff along with procedures for use and progress reporting timelines for supervision.		September 30, 2005		ILP Supervisor in collaboration with Probation Supervisor

<b>Improvement Goal 2.0</b> Ninety percent of all youth eligible for ILP will have a timely (completed and signed within 45 days of entering foster care system) Transition to Independent Living Plan (TILP) <b>when entering foster care after their sixteenth birthday</b> by 9/30/05.	
<b>Strategy 2. 1</b> Child Protective Services and Probation staff will distribute TILP to youth, family, case file and ILP Coordinator in a timely way (within 45 days of completion) as a part of initial case plan.	<b>Strategy Rationale:</b> We need to establish the importance of timely transition planning and referral to the ILP program with social workers and Probation Officers.

Milestone	2.1.1 Supervisors in both agencies are notified that they can sign off on case plans only if accompanied by a TILP for youth eligible for ILP services.	Timeframe	November 30, 2004	Assigned to	Chief Probation Officer in collaboration with Behavioral Health Care Manager
	2.1.2 CPS and Probation Staff are notified once TILPs are signed, they must be distributed to youth, families, case files and the ILP Coordinator.		November 30, 2004		Chief Probation Officer in collaboration with Behavioral Health Care Manager

<b>Improvement Goal 3.0</b> Fifty percent of all youth on probation caseloads and eligible for ILP services will have a L.I.F.E. (Learning Information for Future Endeavors) Conference <b>at age 16 and/or at time of entry if after sixteenth birthday</b> by 9/30/05.	
<b>Strategy 3.1</b> Probation will implement a L.I.F.E. (Learning Information for Future Endeavors) Conferencing pilot program.	<b>Strategy Rationale:</b> We need to establish the importance of timely transition planning and referral to the ILP program with social workers and Probation Officers.

Milestone	3.1.1 Training for two Probation staff in L.I.F.E. Conferencing.	Timeframe	November 30, 2004	Assigned to	Chief Probation Officer
	3.1.2 Implement a L.I.F.E. (Learning Information for Future Endeavors) Conferencing pilot program with Probation youth in transition.		March 31, 2005		Chief Probation Officer

**Discuss changes in identified systemic factors needed to further support the improvement goals.**

Not at this time.

**Describe educational/training needs (including technical assistance) to achieve the improvement goals.**

Ongoing education and training for CPS and Probation staff on

- Reading query reports on youth eligible for ILP services.
- Importance of and strategies for developing TILPs with youth, families and others as needed.

**Identify roles of the other partners in achieving the improvement goals.**

- Support and assistance from foster families on the development of a TILP checklist for monitoring progress.
- Involvement of Job Connection, Home Base, Public Health, Eligibility, Law Enforcement, Adult School, and Vocational Training Programs in L.I.F.E. (Learning Information for Future Endeavors) Conferencing.

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**

Modify the current statewide database for more efficient and effective tracking of outcomes (e.g., employment, housing) on youth in transition.



**Outcome/Systemic Factor: Systemic Issue C - Foster/Adoptive Parent Licensing, Recruitment and Retention.**

**County's Current Performance:** There has been a significant decline (from over 100 to fewer than 70 with only 40-50 active) in foster placement options in Napa County over the past five years. The number of placement options within the County is seriously affected in a negative way by monthly rates, children who are more difficult to place, family economics which require two incomes, use of available foster care homes by other counties, and lack of ongoing support. In addition, the difficulty of children with mental or behavioral challenges is compounded by a severe shortage of therapists who specialize in these issues. Ongoing support needs (e.g., training, respite) for foster parents (County licensed) are well known. In addition, the lack of appropriate, local foster homes results in children being placed outside of the County or in homes that are a less than ideal match.

**Improvement Goal 1.0** Increase the number of 'active' foster and adoptive placement options by 10% over baseline (to be determined) by 9/30/05.

**Strategy 1. 1** Use recently acquired private funding to work with a local non-profit to develop a half-time position for recruitment and support of foster and adoptive parents. Focus recruitment in a 'targeted' area for both families who will accept foster children from Child Protective Services and Probation.

**Strategy Rationale<sup>8</sup>:** At this time, recruitment and support are the additional duties of social workers that license and monitor foster care families.

Milestone	1.1.1 Secure committed funding from local philanthropy.	Timeframe	December 31, 2004	Assigned to	Chief Probation Officer in collaboration with Behavioral Health Care Manager, and Foster Kids Fund
	1.1.2 Identify a local non-profit to coordinate the grant.		December 31, 2004		Same as above
	1.1.3 Local non-profit (in coordination with Childrens Services) develops job description.		December 31, 2004		Same as above
	1.1.4 Local non-profit (in coordination with Childrens Services) recruits, hires and trains for the position.		January 31, 2005		Same as above

<sup>8</sup> Describe how the strategies will build on progress and improve this outcome or systemic factor.

Strategy 1.2 Explore implementation of a Family-to-Family program in Napa County.		Strategy Rationale: We need to continue to develop capacity for supporting potential and current foster and adoptive parents. Implementing a Family-to-Family program would provide 'added' value to our foster parent recruitment efforts through: (1) finding and maintaining foster and kinship families who can support children and families in their own neighborhoods; (2) establishing relationships with a wide range of community organizations in neighborhoods; (3) involving foster parents, caseworkers, birth families and community members in all placement decisions; and (4) using self-evaluation teams to collect, analyze, and interpret hard data about child and family outcomes.			
Milestone	1.2.1 Identify and visit counties that currently use the program.	Timeframe	December 31, 2004	Assigned to	Behavioral Health Care Manager; Family Group Conference Social Worker; CPS Supervisors
	1.2.2 Explore and secure start-up and ongoing funding from local, community-based funding sources.		March 30, 2005		Behavioral Health Care Manager; Family Group Conference Social Worker; Community Impact Consulting
	1.2.3 If successful in securing funding, hire a program coordinator to implement the program.		June 30, 2005		Same as above

<b>Strategy 1.3</b> Education and training for the community, potential and current foster and adoptive parents, Child Protective Services, and Probation, on: (1) the similarities of all youth who need foster care; and, (2) different placement options.		<b>Strategy Rationale:</b> We need break down some of the stereotypes about children who need foster care (e.g., ‘Probation’ youth, birth family involvement). These stereotypes have become barriers that restrict the types of children that foster families will accept and that social workers and Probation officers will refer to foster families.			
Milestone	1.3.1 Gather training and education information from other counties and states on these issues.	Timeframe	March 30, 2005	Assigned to	Child Protective Services and Probation Supervisors in collaboration with State Adoptions Manager and Foster Parent Trainer
	1.3.2 Infuse this information into available training opportunities for social workers, Probation officers, potential and current foster and adoptive parents.		June 30, 2005		Same as above
	1.3.3 Include current foster parents (e.g., of children who are 602 referrals), representatives from Adoptions, Probation, and Child Welfare Services in the 12-hour foster care orientation to present on different placement options (e.g., adoption) and to help dispel stereotypes and myths.		March 30, 2005		Same as above
	1.3.3 Develop and disseminate materials (e.g., advertisements that reflect the message about who are foster care youth and placement options.		September 30, 2005		Same as above

<b>Strategy 1.4</b> Increase support for families to consider adoptions through social worker case management and Family Group Conferencing.			<b>Strategy Rationale:</b> We need to focus our collective (Child Protective Services and Probation) efforts on expanding permanent placement options as well as foster care.		
Milestone	1.4.1 Develop materials regarding adoptions that reflect differences in culture and geography.	Timeframe	June 30, 2005	Assigned to	Child Protective Services and Probation Supervisors in collaboration with State Adoptions Manager
	1.4.2 Meet with social workers involved in ongoing case management and Family Group Conferencing to promote and discuss strategies for early discussion of adoption (as appropriate) with birth families.		June 30, 2005		Same as above
	1.4.3 Increase outreach efforts to relatives and non-relatives regarding adoption		September 30, 2005		Same as above

<b>Discuss changes in identified systemic factors needed to further support the improvement goals.</b> Establish an extra help, part-time position for foster and adoptive family recruitment and support.	
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Ongoing education and training for: <ul style="list-style-type: none"> <li>Community, potential and current foster and adoptive parents, Child Protective Services, and Probation, on: (1) the similarities of all youth who need foster care; and, (2) different placement options (e.g., adoptions).</li> <li>Potential foster families through the 12-hour foster care orientation. Include presentations on different placement options and to help dispel stereotypes and myths. Presentations should include current foster families and representatives from Adoptions, Probation, and Child Welfare Services.</li> </ul>	
<b>Identify roles of the other partners in achieving the improvement goals.</b> <ul style="list-style-type: none"> <li>Work conjointly with Probation on all aspects of this goal.</li> <li>Volunteer Center or CalWorks for partnering in the foster family mentor program.</li> <li>Representatives from 'targeted' recruitment area help identify organizations where recruitment might be most effective.</li> <li>Retail merchants for assistance in developing a mentor incentive program.</li> <li>State Adoptions and Foster Care Trainer participate as 'core' team members in recruitment, training and education of foster and adoptive families.</li> </ul>	
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> There needs to be a statewide remedy in re-determining rates for foster care (e.g., higher rates, geographic rate differentials, incentives for mentoring and independent living skills training).	

- i This is the statewide average for the baseline report provided in January 2004.
- ii Data Points 1 and 2 represent the baseline (January, 2004) and second quarter (April, 2004) report. Data Point 1 (from January, 2004 baseline report) reflects CWS/CMS information from the second quarter of 2003 ending June 30th, 2003. Data from April, 2004 report reflects CWS/CMS information from the third quarter of 2003 ending September 30th, 2003. Data Point 3 represents the July, 2004 report to counties
- iii Indicates the time period of first entries (State indicators) of children into foster care or exits (Federal indicators) of children from foster care from which the information for the baseline report (Data Point 1) was collected. Entry cohorts more accurately represent the outcomes of children who enter the foster care system as they are followed for a set period of time (e.g., 12 months).
- iv Whenever possible, the dividend (number of instances) and divisor (total number of possible instances) will be provided to give the reader the underlying numbers in the percentages as reported by the Department of Social Services (DSS). These underlying have been extracted from the CWS/CMS Reports website.
- v This analysis looks at those children who had one or more allegations during the analysis year, which resulted in a substantiated disposition (excluding 'at risk' categories of type 5001 and 5624) at 3 months, 6 months, 12 months, 18 months, and 24 months of a prior occurrence in the analysis year.
- vi Without the underlying numbers, a .05% increase would seem significant. The underlying occurrences/total indicate how a single additional occurrence can affect the percentage for the quarter.
- vii Without the underlying numbers, a .05% increase would seem significant. The underlying occurrences/total indicate how a single additional occurrence can affect the percentage for the quarter.
- viii The numerator for this measure is the total number of children who have a substantiated allegation of abuse/neglect by a perpetrator who is a non-relative foster care provider in a county licensed foster home or certified by a Foster Family Agency. The denominator is the total number of children in non-relative foster care during the same period.